

**EXHIBIT A**

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**CERTIFICATE OF FORMATION**

**OF**

**\* MARILYN MONROE LLC**

**a Delaware Limited Liability Company**

This Certificate of Formation of MARILYN MONROE LLC (the "LLC"), dated July 5<sup>th</sup>, 2001, is being duly executed and filed by Anna Strasberg, Administrator C.T.A. of the Estate of Marilyn Monroe, as an authorized person, to form a limited liability company under the Delaware Limited Liability Company Act (6 Del. C. § 18-101, *et seq*).

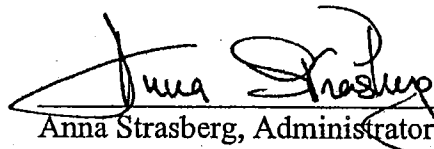
FIRST. The name of the limited liability company formed hereby is:

MARILYN MONROE LLC.

SECOND. The address of the registered office of the LLC in the State of Delaware is c/o National Registered Agents, Inc., 9 East Loockerman Street, Dover, County of Kent, DE 19901.

THIRD. The name and address of the registered agent for service of process on the LLC in the State of Delaware is National Registered Agents, Inc., 9 East Loockerman Street, Dover, County of Kent, DE 19901.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation as of the date first above written.

  
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Anna Strasberg, Administrator C.T.A. of the  
Estate of Marilyn Monroe,  
Authorized Person